

Life Cycle Logistics Human Capital Strategic Planning



**Randy Fowler | Assistant Deputy Under Secretary
of Defense
Materiel Readiness**



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Agenda

- **Logistics HCSP Journey and Status**
 - **“Big L” Logistics**
 - **Life Cycle Logistics**
- **Recruiting and Retention**
- **Knowledge Management and Collaboration**
- **DAU Curriculum Directions**
- **Logistics Strategic Directions**



People as Most Valuable Asset?

I'VE BEEN SAYING FOR YEARS THAT "EMPLOYEES ARE OUR MOST VALUABLE ASSET."

S. Adams © 1993 United Feature Syndicate, Inc.

IT TURNS OUT THAT I WAS WRONG. MONEY IS OUR MOST VALUABLE ASSET. EMPLOYEES ARE NINTH.

3-3

I'M AFRAID TO ASK WHAT CAME IN EIGHTH.

CARBON PAPER.



The DoD Logistics HCS Supports DoD Goals and Fulfills The Requirements and Objectives of Executive-level Strategic Guidance

**Life Cycle Logistics
HCS active since
1999**





Four Logistics Workforce Categories Have Been Defined

SUPPLY MANAGEMENT



Includes procurement to disposal of defense system material, and integration of multiple material sources and processes to meet war fighter requirements.

MAINTENANCE SUPPORT



Includes planning and executing maintenance, both scheduled and unscheduled, to defense system equipment.

DEPLOYMENT/ DISTRIBUTION/ TRANSPORTATION



Includes transportation, packaging, cargo scheduling, and dispatching of materials, support services, and personnel in response to customer requirements.

LIFE CYCLE LOGISTICS



Includes planning, development, implementation, and management of a comprehensive, affordable, and effective systems support strategy.

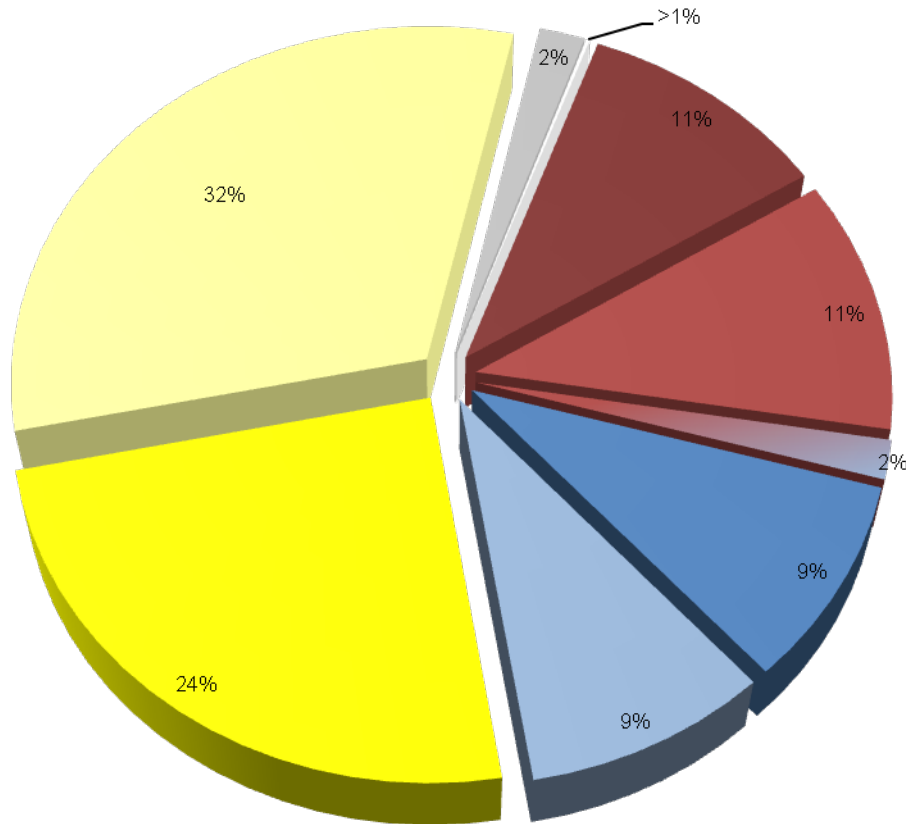
Bottom line: Support the Warfighter!

the force.



The DoD Logistics Functional Community Comprises Over 615,000 Active Duty Military and Civilian Personnel*

Workforce Sizing by Category



Sources: Defense Civilian Personnel Data System (DCPDS)
Defense Manpower Data Center (DMDC)
Military Services

Notes: * Augmented by over 200,000 Guard/Reserve personnel

	Civ	Mil	Total
Maintenan ce Support	143,295 24%	199,516 32%	342,811 56%
Supply Managem ent	63,350 11%	72,037 11%	135,387 22%
Cross-Category (SM & D/D/T)		11,012 2%	11,012 2%
Deploy/Dis t/ Trans	56,194 9%	56,679 9%	112,873 18%
Life Cycle Logistics	12,426 2%	935 <1%	13,361 2%
	275,265 46%	340,179 54%	615,444 100%

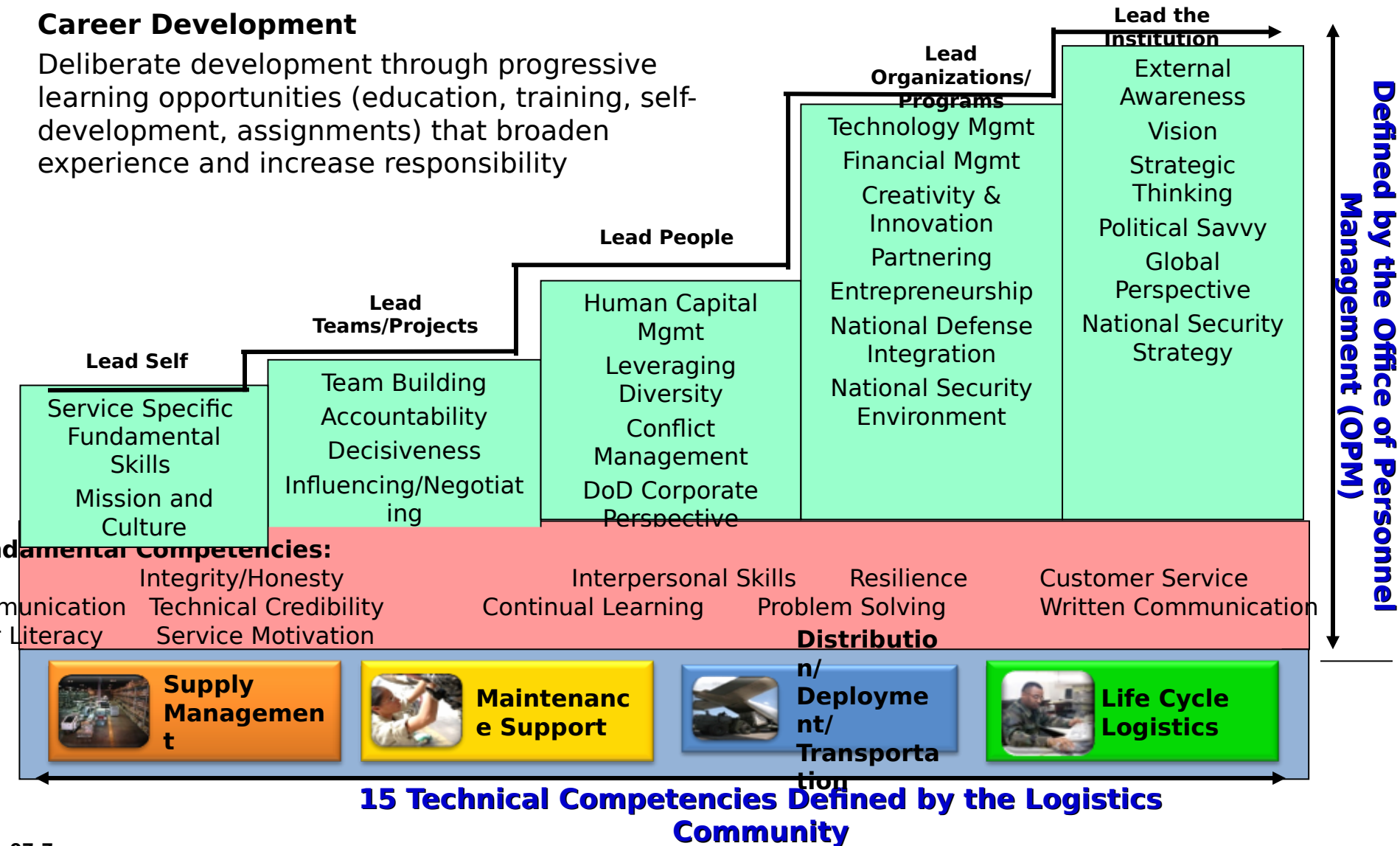
Demographics current as Sep 30, 2008



The DoD Logistics Competency Continuum Will Enable An Individual's Multi-faceted Career Development

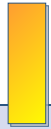
Career Development

Deliberate development through progressive learning opportunities (education, training, self-development, assignments) that broaden experience and increase responsibility





The Goal Is To Develop The Right Mix Of DoD Logisticians



"I" People

Deep knowledge and narrow expertise in a functional segment, with limited knowledge of other segments or fields.



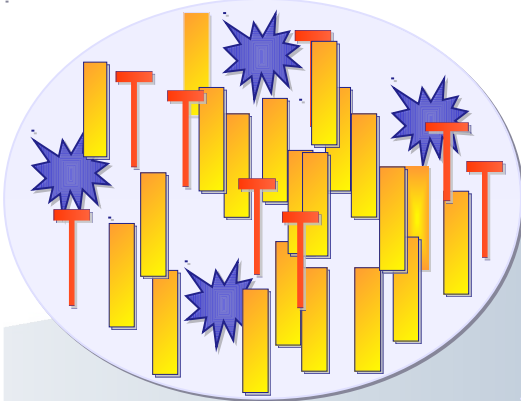
"T" People

Broader knowledge across a field, possibly with depth in some but not all logistics segments; some knowledge of business or other fields; some development assignments and training.

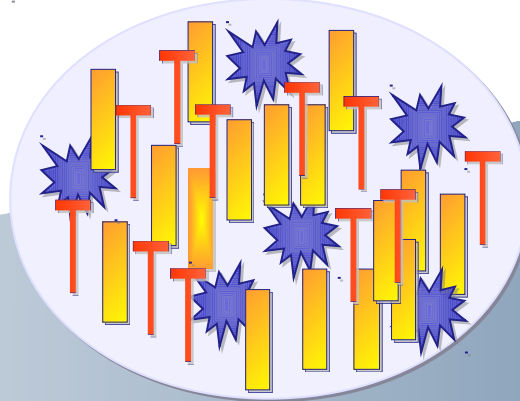
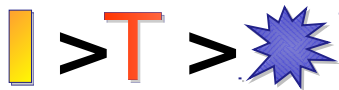


Enterprise Logistician

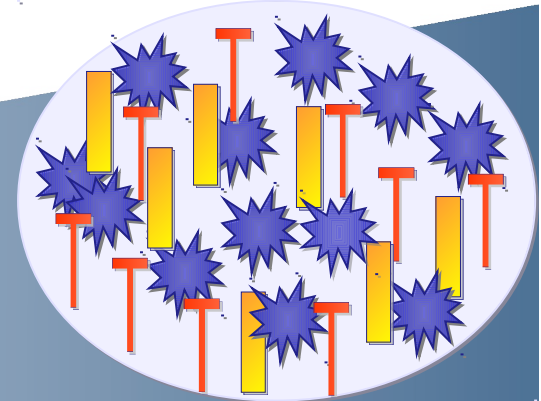
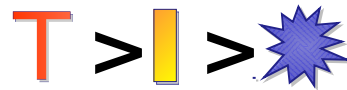
Multi-faceted logistician with expertise in many segments and knowledge of the logistics process end-to-end; knowledge of business or other fields; executive training; multi-component experience.



Current



Near Future



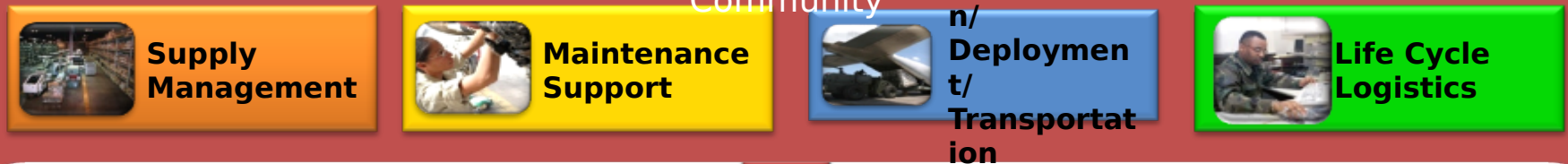
Future





Multiple Human Capital Efforts Contribute to Achieving the Vision for DoD Logistics

HCS Executive Steering Group
Strategic Direction, Competencies, & Logistics Career Development Framework for the Logistics



Military Services & Agencies
Career Management

Combatant Commands
Training & Education for Mission Requirements

**DoD Logistics
Community**

**Center for Joint and Strategic
Logistics Education**
Development of Senior Joint and
Strategic Logisticians

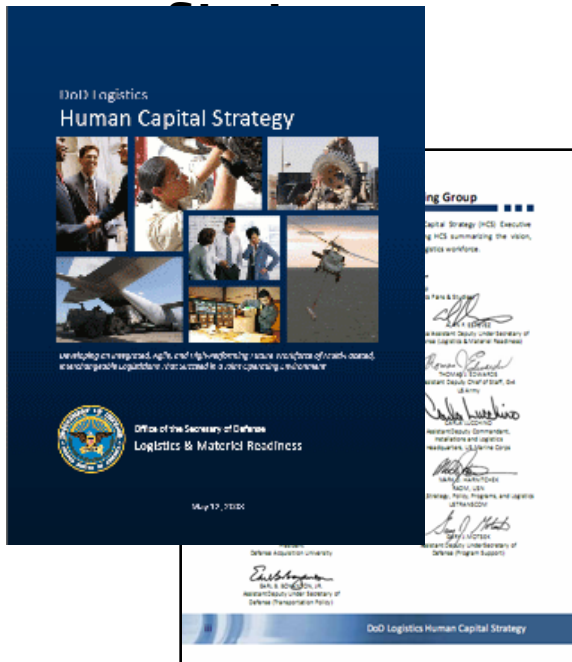
Joint Staff
Joint Logistics Education
Requirements

**Defense Acquisition
University**
Training for the Acquisition
Workforce



FY08 DoD Logistics Human Capital Strategy Accomplishments Are The Foundation For Our Success

DoD Logistics Human Capital



Vision, Enabling Pillars, and Path Forward

Core Logistics Competencies and Proficiencies Booklet



15 technical competencies with over 454 technical proficiencies, ~35 non-technical competencies

Training & Education



over 700 Logistics & Leadership courses

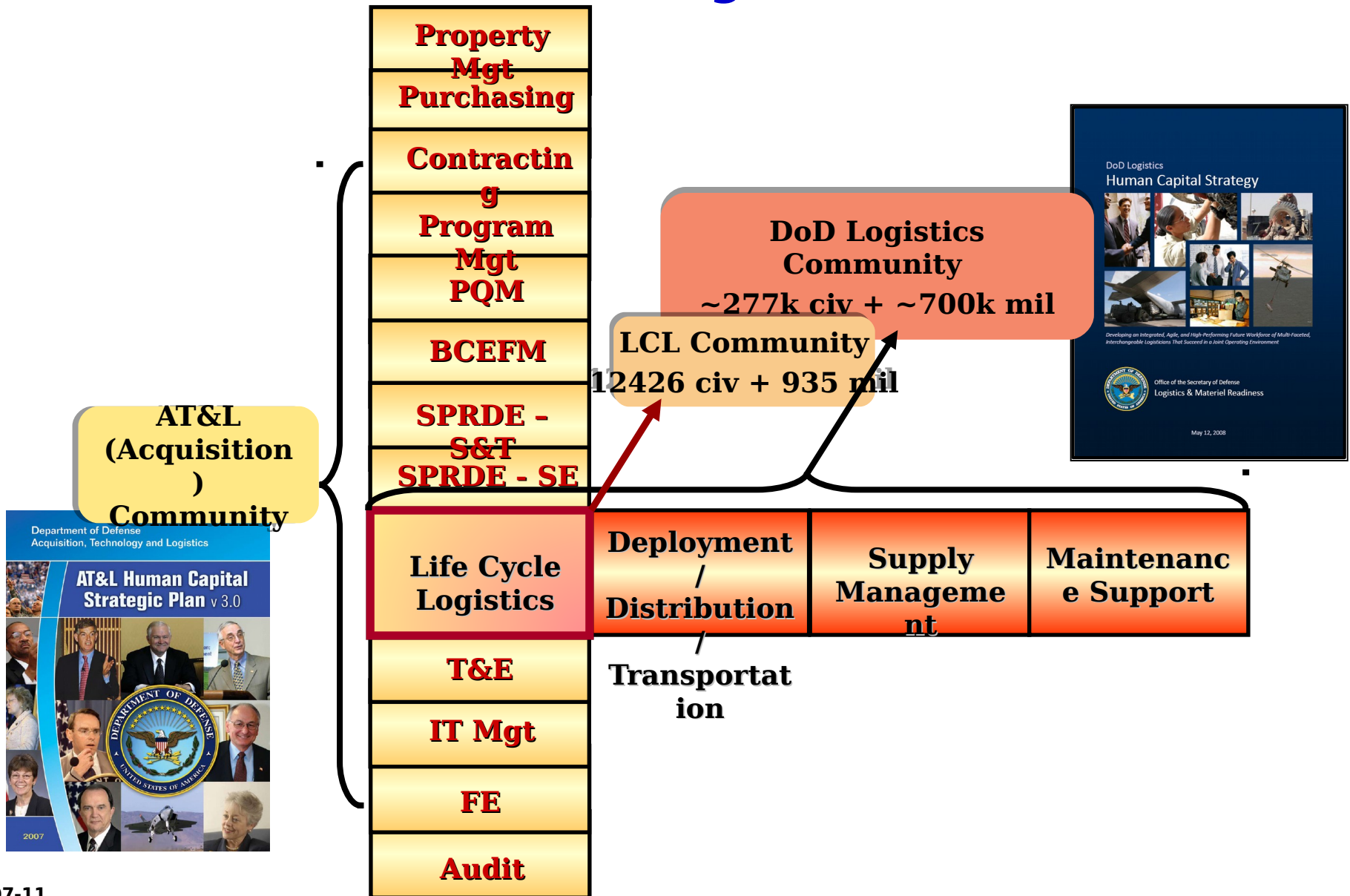
Certificate Resources

94 Logistics & Leadership certificate programs

These resources and more available at <http://www.acq.osd.mil/log/sci/hcs>



The Life Cycle Logistics Community Lies Within Both The AT&L Acquisition and Broader DoD Logistics Communities





DoD AT&L Workforce Count by Functional Career Field

Functional Career Field	Distribution		AT&L Workforce Count				
	Military	Civilian	Army	Navy	Air Force	4th Estate	Total
Auditing	0%	100%	-	-	-	3,638	3,638
Business, Cost Estimating, and Financial Management	3%	97%	3,350	1,935	1,530	270	7,085
Contracting	15%	85%	7,714	5,245	6,834	5,887	25,680
Facilities Engineering	0%	100%	988	3,902	6	24	4,920
Industrial/Contract Property Management	0%	100%	99	62	26	264	451
Information Technology	9%	91%	1,764	903	950	317	3,934
Life Cycle Logistics	7%	93%	7,134	4,355	1,727	145	13,361
Production Quality & Manf.	8%	92%	1,952	2,005	383	4,798	9,138
Program Management	37%	63%	3,690	4,085	4,105	901	12,781
Purchasing	1%	99%	319	545	142	190	1,196
SPRDE - S&T Manager	13%	87%	143	191	43	103	480
SPRDE - Systems Engineering	6%	94%	10,740	16,576	6,429	756	34,501
SPRDE - Program System Engineer (PSE)	0%	100%	29	-	-	7	36
Test and Evaluation	24%	76%	2,135	2,476	2,622	187	7,420
Unknown	1%	99%	149	-	-	83	232
Not Listed	9%	91%	61	786	30	20	897
Other Career Field	0%	100%	2	-	-	127	129
Total	12%	88%	40,269	43,066	24,827	17,717	125,879



Recruiting and Retention

Hire our kids.

Generation Xers are people born between 1965 and 1980. Gen Xers are independent, enjoy informality, are entrepreneurial, and seek emotional maturity. They want to build a repertoire of skills and experiences they can take with them if they need to, and they want their career path laid out in front of them – or they'll walk.

Gen Xers also seek balance in their lives now – not when they retire. They seek time to raise their children and don't want to miss a minute – as their parents did.



We need to bring in the next generation, but don't expect them to think about it like us.

Hire our kids.

The millennials joining the workforce now are employees born after 1980. Millennials are used to working in teams and want to make friends with people at work. Millennials work well with diverse coworkers.

Millennials need to see where their career is going and they want to know exactly what they need to do to get there. Millennials await their next challenge – there better be a next challenge. Millennials are the most connected generation in history and will network right out of their current workplace if these needs are not met. Computer experts, millennials are connected all over the world by email, instant messages, text messages, and the Internet.



Know the demographics, and shape the working environment to suit.

Make it rewarding.

BY STEVE GEARY, EDITOR AT LARGE
DEFENSE

specialreport



packed with pride

There's no magic in the process, or the buildings, or the technology used at the military's sprawling distribution complex near Harrisburg, Pa. It's the ethic that pervades the DDSP that makes the operation something special.

Make a difference.

Make It Rewarding



Never Teach A Pig To Sing It Wastes Your Time And Annoys The Pig



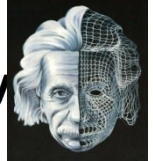


Knowledge Management and Collaboration



Why KM and Collaboration?

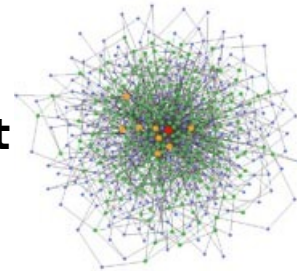
- Collective Genius:
 - ❖ **“Collective Knowledge out Shines the Intellectual Capacity of the Single Genius”**



- The World is FLAT:
 - ❖ **It's Time to Catch the Knowledge Wave**



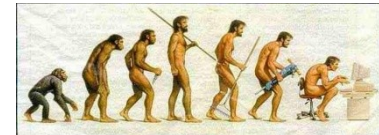
- Collaboration/Integration:
 - ❖ **Connecting the “Thousand Points of Light”**



- Inclusion versus Exclusion:
 - ❖ **Come as you are - Legacy reuse**



- Evolution versus Revolution
 - ❖ **Revolution is disruptive, risky and painful**



- A “Need to Know” is now an “Obligation to Share”

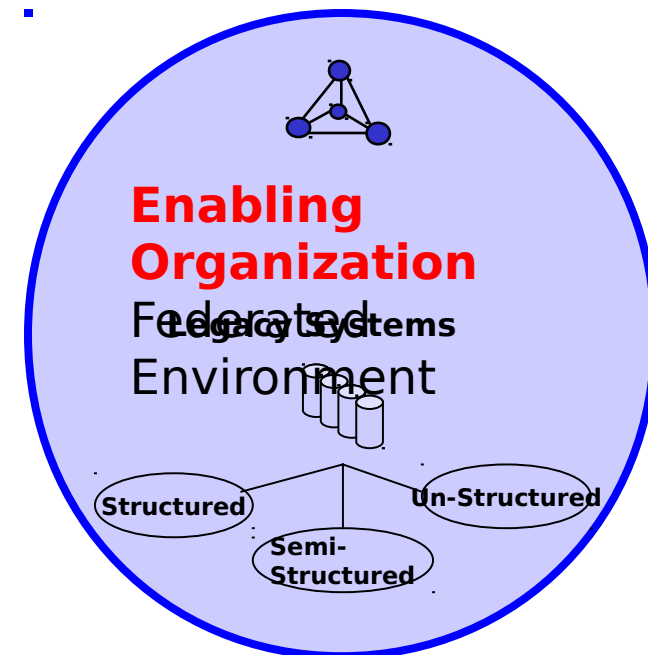


- Connecting those who know with those who need to know. BCKS



Knowledge Age Organizations: Knowledge Environments

- Strategic Learning Environments
 - **Emphasis on Training, Education and Learning and Knowledge Sharing**
- Collaborative Knowledge Environments
 - **Operations**
 - **Leader Support**
 - **Enhanced Decision Making**
 - **Situational Awareness**





Understand that....

- **The potential for workforce collaboration is immense**
 - **Faster, better informed decisions**
 - **Resolution of problems**
 - **Bringing the best resources and people together to fix a problem**
 - **Better collective ideas**
 - **Collective sharing of ideas and lessons learned**
 - **Increased awareness**
 - **Positive engagement of workforce**



Recognize that....

- Access to information and people is essential
 - 24/7 online access
 - Collaborative environments
 - Understanding what we know
- Social media tools are impacting the workplace -- how we interact and communicate... and workforce EXPECTATIONS.
 - Communities of Practice (Acquisition Community Connection)
 - Wikis (Intellipedia, DoDTechopedia, ACQuipedia)
 - Social Networking (LinkedIn, Facebook)
 - Blogs
 - Microblogs (Twitter, Yammer)
 - Instant messaging

How Digital Natives Operate

"Data Cloud" of online information and applications



Most "Next Gen" have access to these web based collaborative capabilities and use them to create a "common operating picture" with their friends.



So...

- **What will the workforce expect?**
- **How can we help the workforce do their jobs better?**
- **How can we support a better workforce quality of life?**
- **How can we engage the workforce and give them a voice?**



DAU Logistics Curriculum Directions



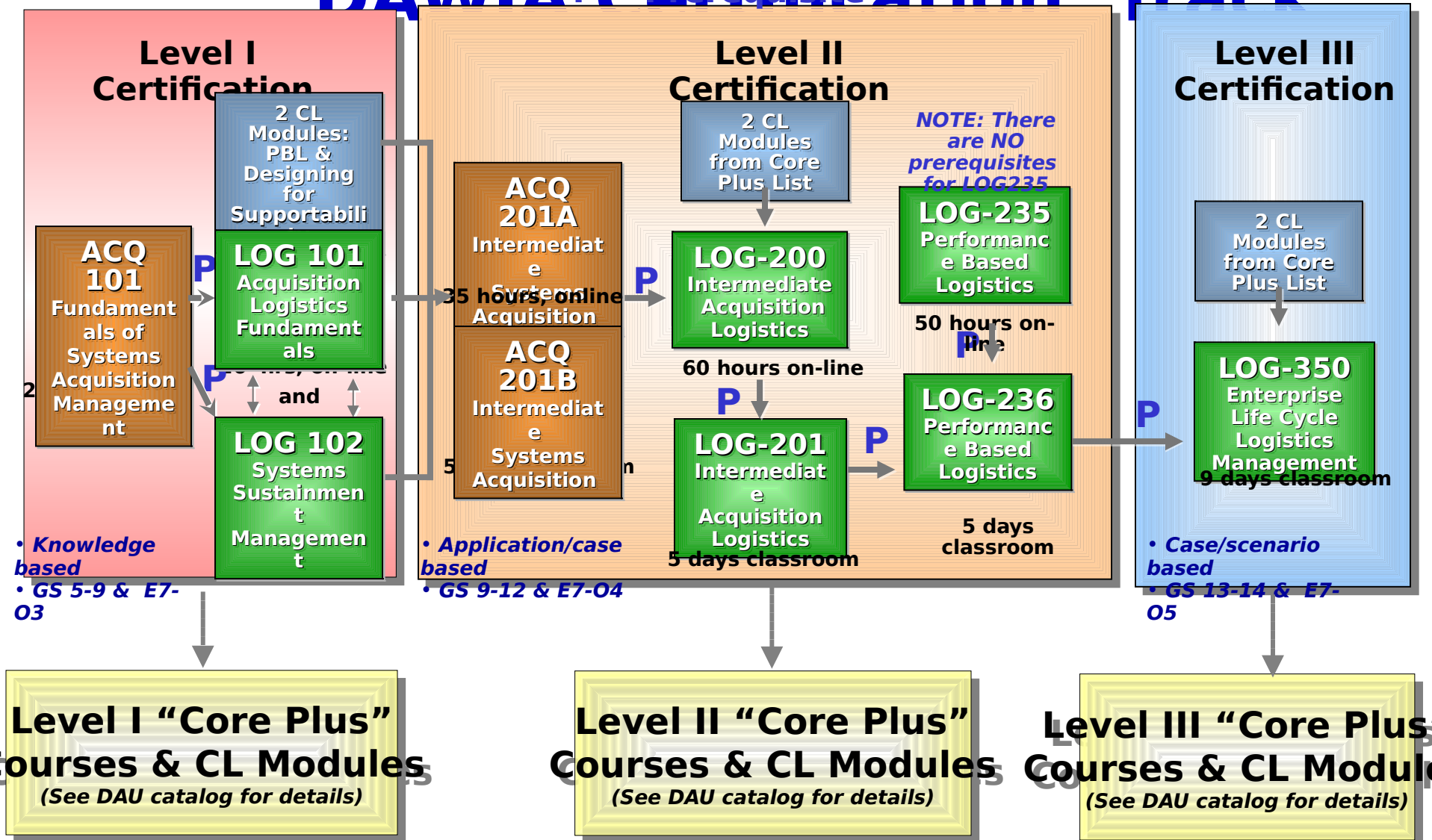
Crosswalk Life Cycle Logistics HCS Competencies with Existing DAU LOG Courses

- **Logistics Design Influence**
 - LOG 101, LOG 200, LOG 201, LOG 203, LOG 350
- **Integrated Logistics Support (ILS) Planning**
 - LOG 101, LOG 200, LOG 201, LOG 210, LOG 350
- **Product Support & Sustainment**
 - LOG 102, LOG 206, LOG 235, LOG 236, LOG 350
- **Configuration Management**
 - LOG 204, LOG 206
- **Reliability & Maintainability Analysis**
 - LOG 200, LOG 201, LOG 203
- **Technical/Product Data Management**
 - Minimal coverage in LOG 204, LOG 206
- **Supportability Analysis**
 - Minimal coverage in LOG 200, LOG 201, LOG 210



Current FY09 Life Cycle Logistics

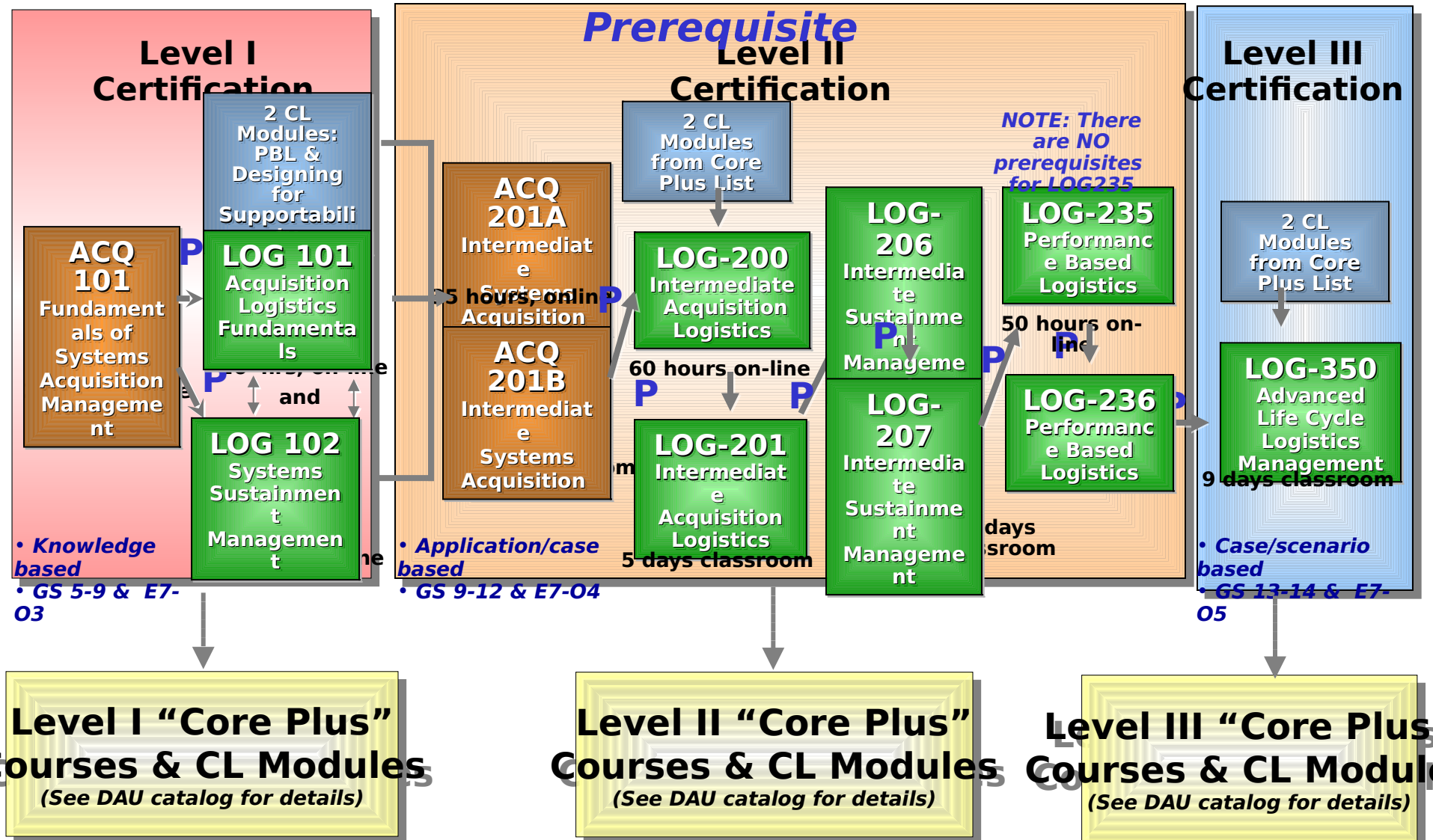
DAWIA Certification Track





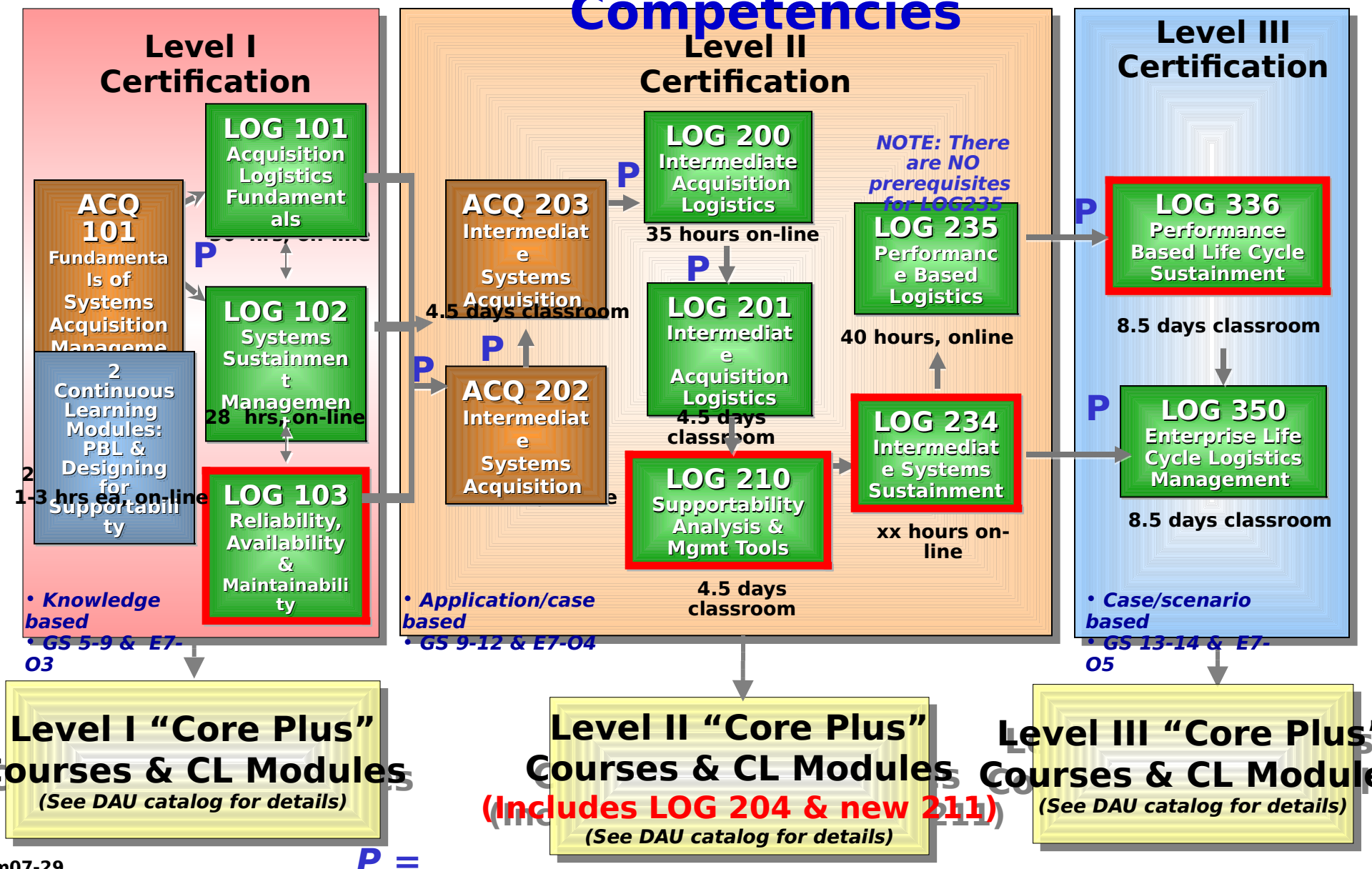
FY10-11 Life Cycle Logistics DAWIA Certification Track Could Look Like

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Proposed FY11-12 LCL Certification Construct to Satisfy DoD Logistics HCS Competencies





Current Continuous Learning Modules

Module	Title
CLL002	DLA Support To The PM
CLL006	Depot Maintenance Partnering
CLL008	Designing for Supportability in DoD Systems
CLL011	Performance Based Logistics (PBL)
CLL013	Defense Packaging
CLL014	Single Integrated Support Strategy for Joint Systems
CLL015	Business Case Analysis (BCA)
CLL016	Joint Logistics
CLL017	Defense Distribution & Transportation
CLL019	Technology Refreshment Planning
CLL020	Independent Logistics Assessments (ILA)
CLL022	Title 10 Depot Maintenance Statute Overview
CLL023	10 USC 2464 Core Statute Implementation
CLL024	10 USC 2466 "50-50" Statute Implementation

Module	Title
CLL025	Depot Maintenance Interservice Support Agreements (DMISA)
CLL029	Condition Based Maintenance (CBM+)
CLL030	Reliability Centered Maintenance (RCM)
CLL026	Depot Maintenance Capacity
CLL034	US Army SSN-LIN Automated Management & Integrating System (SLAMIS)
CLL119	Technology Refreshment Implementation
CLL201	DMSMS Fundamentals
CLL202	DMSMS Executive Course
CLL203	DMSMS Essentials for DLA
CLL204	DMSMS Case Studies
CLL205	DMSMS for the Technical Professional
CLL206	Parts Management

Accessible online at
<http://clc.dau.mil/>



Future Continuous Learning Modules

Module	Title
CLL001	Life Cycle Management & Sustainment Metrics (FY08)
CLL003	Logistics Test & Evaluation (T&E) (FY08)
CLL004	Life Cycle Logistics for the Rest of Us (FY08)
CLL005	Performance Metrics (FY09)
CLL 018	Leaning DoD Supply Chains (FY08)
CLL 021	Maintenance of Military Materiel (Possible)
CLL027	Depot Source of Repair (DSOR) Determination (Possible)
CLL028	Depot Maintenance for Executives (Possible)
CLL207	Parts Management Practitioner Course (Possible)
CLL xxx	Supportability Analysis (FY09 Priority)
CLL xxx	Maintenance Planning (FY09 Priority)
CLL xxx	Life Cycle Logistician's Roles/ Responsibilities during Major Technical

Module	Title
Possible FY10	Technical and Product Data Management
Possible FY10	Sustaining Engineering
Possible FY10	Performance Based Agreement (PBA) Development
Possible FY10	Reset and Recapitalization
Possible FY10	Supply Chain Management (SCM)
Possible FY10	Human Systems Integration (HSI)
Possible FY10	Customer Relationship Management (CRM)

Plus 31 Core Plus CLMs from Other Career Fields



Logistics Strategic Directions



Product Support Assessment Team Membership

Services	Army	USA (AMC)	Cross-DOD	DLA	DLA (DSCR)	Industry	AIA & NDIA	Lockheed Martin
		USA (ASA ALT)			DLA (J -31/-74)			Raytheon
		USA (DCS G-4)		J oint Staff	J S (J 4)			General Dynamics
		USA PM (FCS)			J S (J 8)			SAIC
	Air Force	USAF (A4MM)		OSD	OSD (ATL)			Sikorsky
		USAF (AFMC)			OSD (BTA)			Honeywell
		USAF (SAF/AQXA)			OSD (COMPT)			Boeing
	Marine Corps	USMC (I&L)			OSD (DPAP)			Avascent
		Navy			USN (ASNRDA, DASNALM)			OSD (PA&E)
					ODUSD (L&MR)			BAE Systems
								PRTM Management Consultants

Academia	DAU	DAU-LOG
	Auburn University	
	University of Tennessee	



Life Cycle Product Support Vision & Guiding Principles

Implementation Guidelines

- Ruthlessly separate needs from appetites
- Understand portfolio of alternatives
- Tie metrics directly to Warfighter outcomes

Implementation Guidelines

- Exhaust opportunities for Joint economy and reduce unnecessary redundancy
- Build the capability to make good enterprise decisions
- Enforce consistency in product support processes & infrastructure



Implementation Guidelines

- Govern sustainment as part of the life cycle
- Design for sustainability, and integrate acquire-to-retain process
- Manage predictable costs throughout the life cycle
- Integrate human capital planning into life cycle focus

Implementation Guidelines

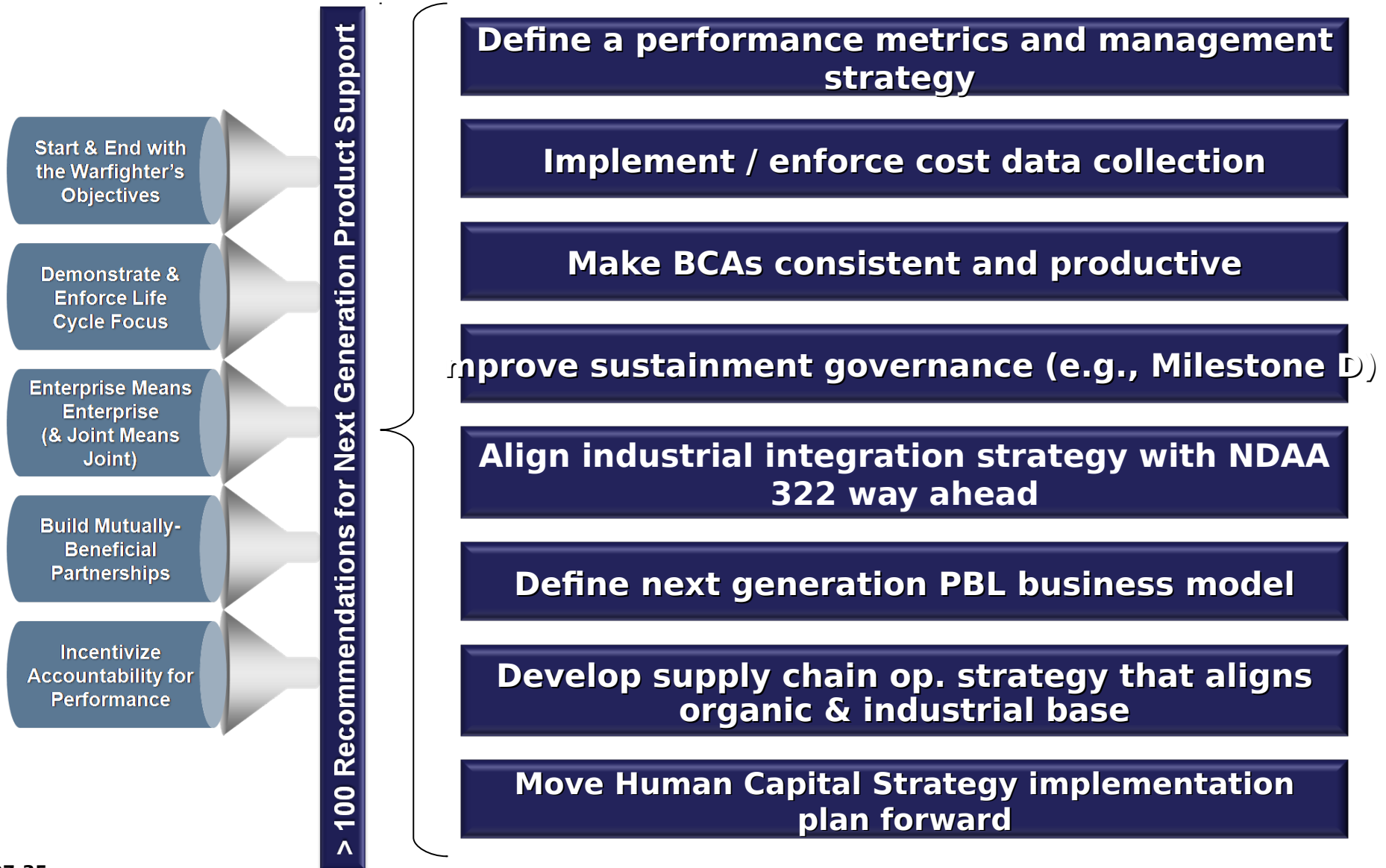
- Optimize public & private product support capabilities
- Leverage core competencies
- Partnerships are effective; equitable; transparent; bilateral and long-term

Implementation Guidelines

- Manage with facts, and drive accountability for performance and costs
- Build and evolve BCAs that enhance decision making



8 Key Recommendations





Human Capital Root Cause Analysis

No one entity organizing, coordinating, de-conflicting all different Human Capital community-wide efforts

No dedicated Human Capital FTE for managing Logistics portion of 3-pilot Programs (IT, Financial, Logistics)

DHRB worked GAO response with representative from Acquisition (no Logistics rep); right stakeholders not at the table

Perception that only 1 Mission Critical Occupation in Logistics

Perception that can meet requirement with current part-time FTE on the task

Lack of OSD-level incentive to enforce/ lack of implementation enforcement

Perception that current strategy may be un-executable and therefore unenforceable

Lack of belief that the Logistics Human Capital Strategy is the all-encompassing DoD effort to rally behind(??)

OSD's role is policy and policy enforcement, not policy execution

No continued effort to govern strategy implementation

Logistics Human Capital Strategy governing body (ESG) hasn't met since September

Don't have tool to do an enterprise-wide competency assessment

Logistics Functional Community should not / can not fund enterprise-wide tools

OSD Personnel & Readiness (P&R) provided policy to conduct and implement Human Capital Strategy, but no resources to implement

SVCs waiting for resources to implement certain portions of strategy (i.e., competency assessment tool)

No DoD enterprise-wide forcing function or human capital vision

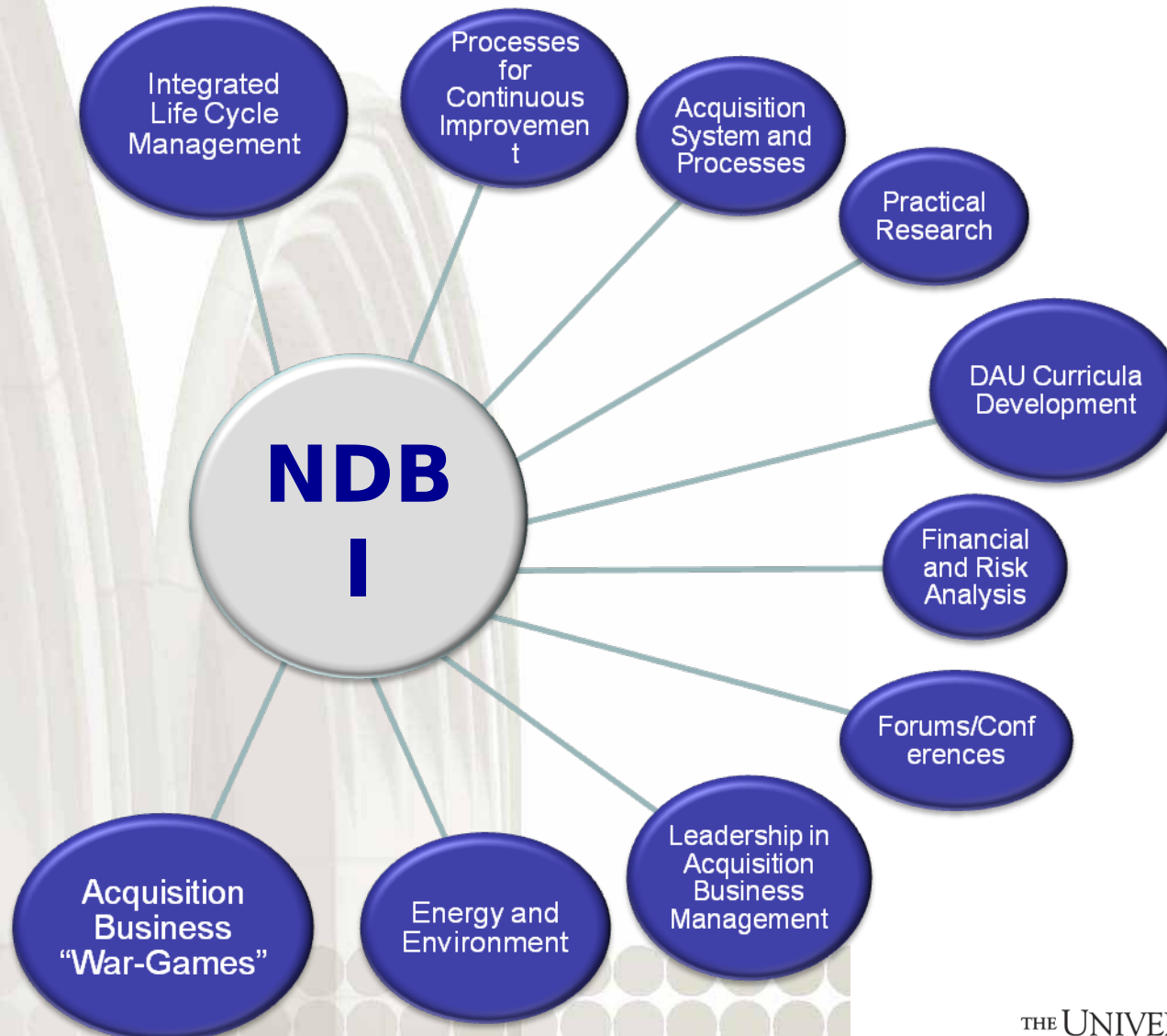
OSD's role is policy and policy enforcement, not policy execution
Title 10 encourages separate strategies because they are responsible for "training, equipping, and organizing"

Life Cycle Product Support Human Capital Strategy exists, but it is not being implemented enterprise-wide

SVCs are implementing some parts of strategy in the form of "Initiatives"

Next step in strategy ("conduct competency assessment") is not being done

NDBI: Comprehensive Portfolio to Meet Clients' Acquisition Business Management Needs





Role of Contractors??

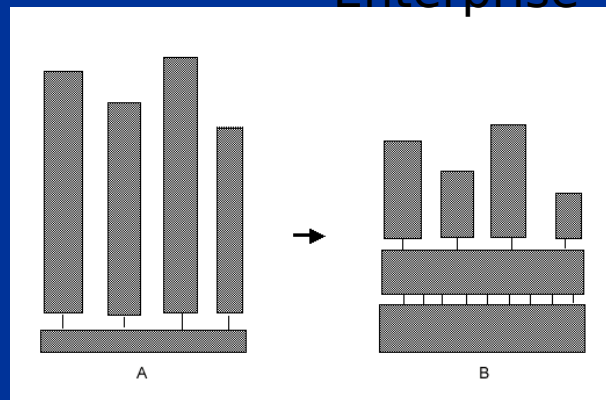


Be Bigger Than Where You Came From



Service Specific
Stove-piped
Organization

Joint Logistics
Enterprise





BACK-UP



The DoD Logistics Human Capital Vision Is A Multi-faceted Logistics Workforce That Will Succeed In A Joint Operating Environment

Benefits of a High Performing, Agile and Ethical Workforce

Individual
more flexibility and

Cross-functional development for growth

Services & Agencies
utilize the desired

A DoD enterprise system to identify & competencies to meet mission needs

Total Force
current and

Logistics synergy to provide capabilities for emerging mission requirements

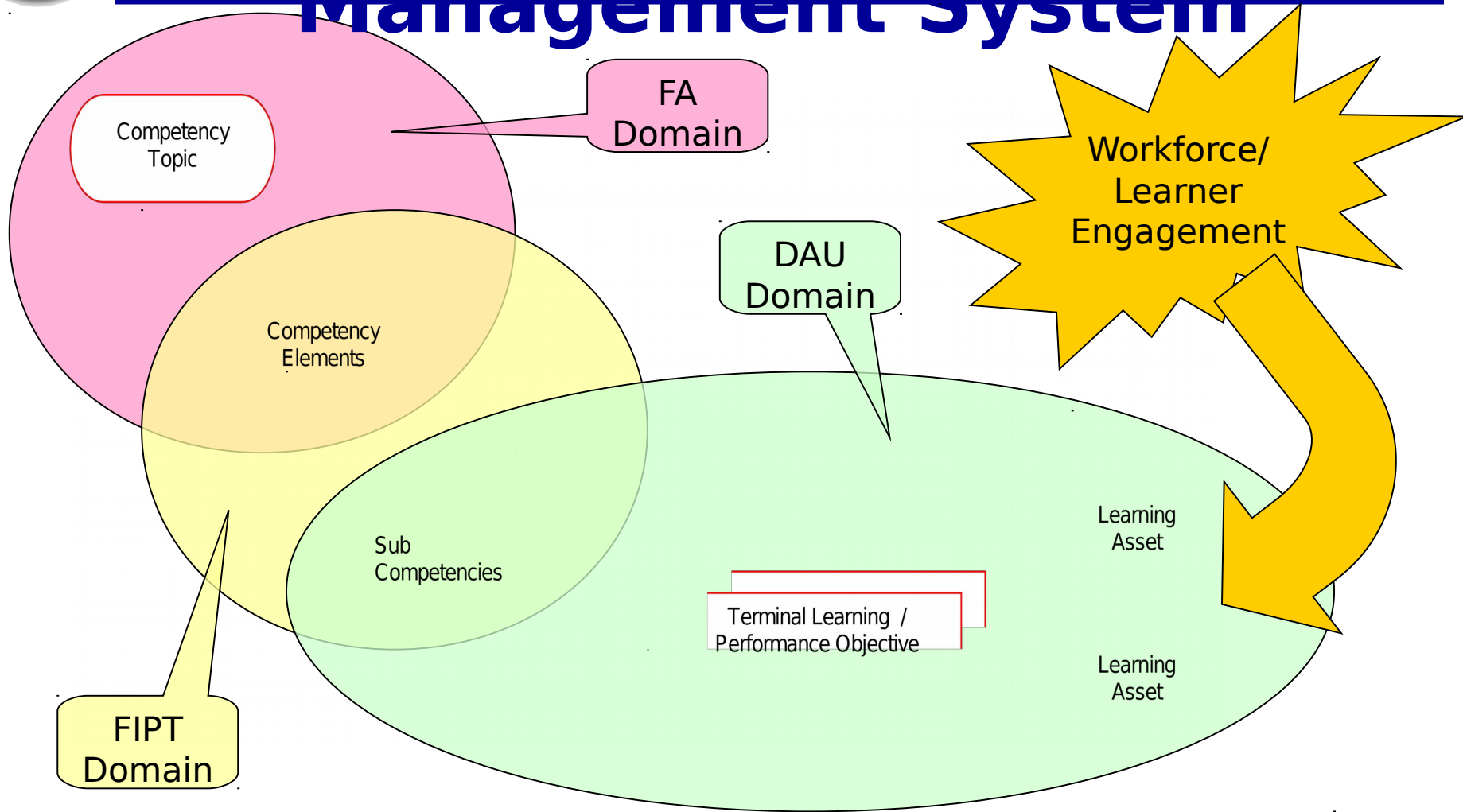


Outcomes of a Competency-Based Enterprise Logistics Workforce

- Empowers a mobile workforce for flexibility to support future requirements
- Sustains the knowledge base
- Optimizes enterprise resources
- Provides consistent expectations and application of competencies and skills requirements
- Defines a common lexicon for communication across logistics workforce



CRMS Competency Requirements Management System



Link competencies to learning outcomes and assets